



# AIR FORCE CIVIL ENGINEER CENTER INSTALLATIONS DIRECTORATE STAKEHOLDER REPORT FY2016





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# TO OUR STAKEHOLDERS



I am often reminded of how small our Air Force community can be, whether it's running into an old friend at the grocery store, or recognizing more than half the names on promotion and retirement announcements.

I believe adapting a “small world” culture is why the Air Force Civil Engineer Center's Installations Directorate is successful. We've created a business culture based on minimizing the amount of outreach and research base personnel have to do to obtain the products and services they need to execute their mission. ***We are a front door to installation support.***

The Installations Directorate has established a strong foundation of customer support over the past four years, and we're continually evaluating our processes and business lines to maximize support capabilities. Our mission is to provide enterprise-wide solutions supporting today's and tomorrow's Air Force missions, Airmen and their families. We haven't perfected our directorate or the way we do business — not yet anyway — but having a vision of perfection drives effective change. Our vision for the Installations Directorate is to build a diverse, business-minded team delivering real property solutions to optimize Air Force Installations. Each year we evolve to operate closer to this vision.

In FY16 we reorganized our business lines to better serve our customers and support the mission. Our realigned business lines: Real Property Accountability, Transactions and Development; Military Family Housing; Base Realignment and Closure Program and Utilities Privatization, streamlines our service capabilities and capitalizes on our strengths. For example, Air Force housing was fragmented between government-owned and privatized housing.

Now it's being consolidated, by mid-2017, we will have a team advocating for and managing the whole portfolio — a one-stop shop for installations. This change translates into an improved quality of life for our Airmen and their families. We're also re-evaluating how the Air Force manages privatized housing deals. We will continue to enhance the privatized housing program by working closely with project owners to implement sustainment plans, focusing more on improved customer satisfaction and long-term financial viability.

In real estate, we've had some major successes with the Readiness and Environmental Protection Initiative, or REPI, by consolidating and centralizing programs from three Air Force offices. We doubled the number of proposals for FY17 funding from the Office of the Secretary of Defense from seven to 14, and also obtained \$11 million in centralized Air Force contributions — a first in the 10-year life of the program.

The BRAC program has seen tremendous success in local communities where former Air Force installations have been repurposed. A lot has changed over the years, and with each closure we've made improvements to our processes. We're on a downturn for known contaminants, having completed cleanup and closed 129 hazardous waste sites. We're working with regulatory agencies protecting public health at 25 installations impacted by two emerging contaminants, based on newly released health advisories by the Environmental Protection Agency. We're also improving our cost-efficiency for those places

**“We've created a business culture based on minimizing the amount of outreach and research base personnel have to do to obtain the products and services they need to execute their mission. We are a front door to installation support.”**

we're taking care of in perpetuity. As we continue down this path, we're also ensuring our lessons learned are readily available so we can continue our legacy of success if called upon again.

We are making great strides in privatizing utility systems through our private partnerships. The Air Force awarded three utility systems at Eglin AFB, Florida, in sewer, water and electric — approximately \$729 million in contract value. Eglin is now the second base to have all four systems privatized. In completing our five-year plan for Utilities Privatization, we'll have a more accurate approach to programming the maintenance for these systems. To further capitalize on this success, we recently consolidated program management and governance within the Installations Directorate.

As you read this report you'll see how, with the right team and vision, a relatively small organization can make a big impact on our Air Force. We're proud of our accomplishments, and we look forward to another fulfilling year serving our Air Force family — no matter where you call home.

Sincerely,

**ROBERT E. MORIARTY, P.E., SES, DAF**  
Director, Installations Directorate  
Air Force Civil Engineer Center



# REAL PROPERTY ACCOUNTABILITY, TRANSACTIONS AND DEVELOPMENT

Air Force installations are the power projection platforms keeping the Air Force mission in flight. The Installations Directorate's real estate and real property experts ensure installations have the land necessary to safely execute missions and the record keeping processes and financial management operations to track assets and prioritize requirements.

## Real Property Accountability

Boosting base efficiencies and effective asset management starts with accountability of our base assets. Installations' real property managers are helping the Air Force improve financial management operations by testing and evaluating current real property processes and record keeping.

The Air Force began Financial Improvement Audit Readiness, or FIAR, evaluations in FY14 to prepare bases and their real property books for congressionally mandated auditability by FY17.

In FY16, AFCEC led 65 base FIAR evaluations with results averaging 75-percent in compliance. This was a vast improvement from the nearly 55-percent failure rate of FY14 evaluations. This improvement initiated the implementation of 23 corrective action plans and incorporation of lessons learned following each site visit, in addition to the cooperative support and hard work from base real property personnel.

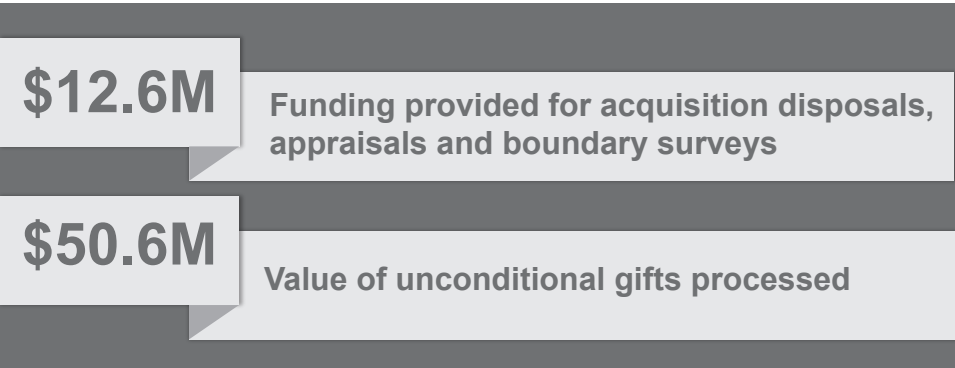
The Air Force is implementing its new accountable property system of record. The real property module, NEXGEN IT System, achieved initial operating capability in November 2015 with 21 installations converted through FY16. The system is scheduled for final operational capability in late 2018. Installations' real property and accountability experts shaped much of the design and system

configuration throughout development to ensure it meets field expectations and requirements. Once fully operational, NEXGEN will improve tracking and accountability efforts Air Force wide. Improved visibility of real property assets will improve resource allocation and ensure the Air Force properly assigns and manages the assets Airmen require to accomplish the mission.

## Transactions

From acquiring vital property within the Nevada Test and Training Range, to processing \$31.9 million worth of unconditional gifts and eliminating 380 expired grants, the Installations Directorate processed 1,300 vital actions in FY16.

## TRANSACTION HIGHLIGHTS 2013-2017



The Installations Directorate acquired 400 acres of property within the Nevada Test and Training Range to preserve its training and evaluation mission. The land, which was privately held, became a growing safety and security concern with NTTR's growing mission requirements.



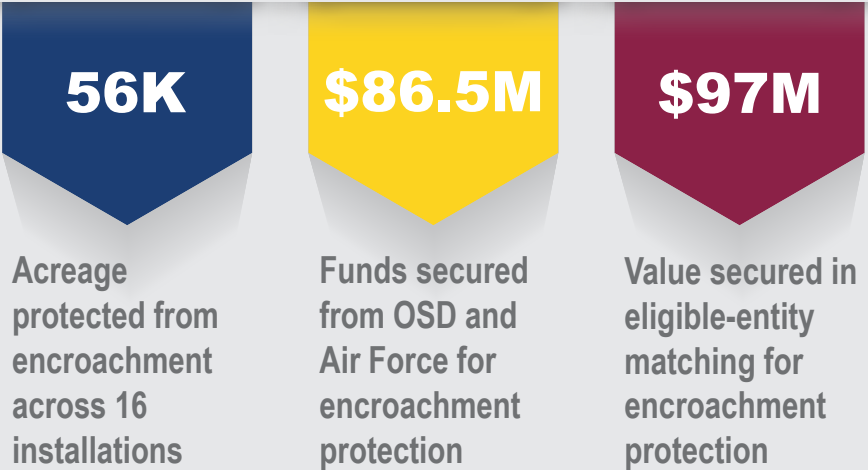
The Installations Directorate protected flying operations, like the B-1 bombing mission, at Ellsworth Air Force Base, South Dakota, through a 2,147-acre ranchland preservation easement protecting the north clear zone and accident potential zone #1. The \$2.2 million easement was a cost-share effort between the Air Force and the South Dakota Ellsworth Development Authority.

## Development

The directorate secured a combined \$21.2 million for encroachment protection across seven installations FY16— more than double the funds secured in the previous year. The Compatible Use Development branch uses agreements with eligible entities — like cities and land trusts — to cost share mutually beneficial land easements on parcels within priority impact areas.

The branch received \$9.9 million from the annual Office of the Secretary of Defense Readiness Environmental Protection Integration proposal competition, and \$11.3 million from O&M funding advocated at the end of the fiscal year within AFCEC and the Air Force Installation and Mission Support Center, or AFIMSC.

## REPI Highlights 2007-2017





The Enhanced Use Lease program generated an additional \$11.6 million in alternate revenue from real estate agreements in FY16. The EUL team negotiated the phase two amendment to the Emerald Breeze Hotel EUL at Eglin Air Force Base, Florida, to include construction of 175 additional rooms, increasing the original project value by \$2.1 million. The program also awarded a 20-year lease to the City of Goldsboro, North Carolina, for use and expansion of Seymour-Johnson Air Force Base’s sports complex. The program’s team negotiated the sixth site development lease for the mixed-use EUL at Hill Air Force Base, Utah, adding another commercial facility along with the future delivery of a new Software Development Center as payment in-kind.

Looking to FY17, negotiations are scheduled to consider amending the Destin-Fort Walton Beach Airport EUL at Eglin to extend the term and assess viability of constructing additional revenue-generating commercial facilities. The team is also negotiating details of assignment for an \$8.9 million agreement with an energy developer for a solar project at Joint Base McGuire-Dix-Lakehurst, New Jersey, increasing renewable energy produced at the base.

Enhanced Use Lease Project	Installations	Forecasted NPV at Closing
Okaloosa County Waste Reclamation Facility	Eglin AFB, Florida	\$6,548,764
Destin Emerald Coast Airport	Eglin AFB, Florida	\$5,850,893
Falcon Hill Mixed Use Development	Hill AFB, Utah	\$88,281,197
Water Reclamation Facility	Nellis AFB, Nevada	\$34,803,405
Joint Base San Antonio Office Space	Joint Base San Antonio, Texas	\$47,113,560
Emerald Breeze Hotel	Eglin AFB, Florida	\$18,398,210
Luke Solar	Luke AFB, Arizona	\$3,077,915
Grand Forks Mixed Use Development	Grand Forks AFB, North Dakota	\$26,520,222
Fort Dix Solar	Joint BAsE McGuire, New Jersey	\$8,953,853
Eglin Solar	Eglin AFB, Florida	\$1,017,406
Seymour Johnson Recreational Use	Seymour Johnson, North Carolina	\$579,710
Total Portfolio Value Forecasted Over Lease Term		\$241,145,135

# FAMILY HOUSING

2016 was a milestone year for Air Force housing. Not only did it mark the 20-year anniversary of housing privatization, but it also marked the beginning for the next stage of Air Force family housing — consolidating all housing assets into one portfolio managed by the Installations Directorate. In addition to managing privatized housing agreements and military family housing stateside, the directorate will also manage overseas government-owned and leased housing.



Brig. Gen. Christopher Azzano, 96th Test Wing commander, and Chief Master Sgt. Bryan Creager, 96th TW command chief, join Corvias Military Living personnel to cut the ribbon at the grand opening of the first 747 new homes and Warrior Landing Community Center May 3, 2016 at Eglin Air Force Base, Florida. The 12,000 square foot facility features a club room, fitness center, children’s play area, gym, yoga studio and an outdoor entertainment area with a pool.

## Air Force Housing Privatization Program

The Air Force was the first service to privatize base housing following Military Housing Privatization Initiative legislation in 1996. The program’s inaugural success at Lackland Air Force Base, Texas, proved the value in using private industry partners to provide Airmen and their families’ quality housing options more quickly and efficiently than traditional military housing allowed. Twenty years later, resident satisfaction is at an all-time high. Satisfaction rates continue to score between the “very good” and “outstanding” rating levels. The program has effectively enabled senior leaders to focus on the core Air Force mission of Fly, Fight and Win.

The housing privatization team honored the 20-year program anniversary by setting the stage for success for the program’s next 20 years. Throughout FY16, the team increased communications between AFCEC and HP stakeholders by attending semi-annual meetings and monthly teleconferences with Project Owners, or POs, and base housing management offices to quickly address project concerns. Project managers also increased communication with installation leaders by prioritized housing briefs for new wing commanders and holding periodic briefings to identify issues, explain rules of engagement and highlight program successes.

In FY16 the directorate also took on additional authorities, which greatly improves the Air Force’s turnaround time on annual operating budgets, reinvestments and other program requirements



associated with managing long-term agreements in an ever-changing environment.

Looking to FY17, AFCEC plans to host a training event in San Antonio for base-level Housing Management Offices (HMOs) and PO staff. This will be an opportunity for program leaders to provide updates on policy changes and share best practices among projects. This collaborative approach will sustain program health by anticipating sustainment and recapitalization needs and proactively restricting projects when necessary to ensure long-term viability.



Hurlburt Air Force Base, Florida, celebrated the completion of two new neighborhoods in the first quarter of FY16. Osprey Landing Housing and Pine Shadows West neighborhoods delivered 290 new homes. Once complete in 2020, the four scheduled neighborhoods will include 404 new homes and feature a new community center, an outdoor entertainment area with a pool, miscellaneous play areas, courts and pedestrian trails with fitness stations connecting the neighborhoods.

# 20 Years by the Numbers

FY 1996-2016

**33,747** Number of inadequate units renovated or demolished

**21,472** Number of completed new units

**12,275** Number of renovated units

**53,240** Total number of units post initial development period

**\$8.3B** Total development cost

## FY16 HOUSING SUCCESSES



**852**

New homes delivered



**741**

Obsolete units demolished



**506**

Renovations completed



**40**

Site visits conducted

### AFCEC facilitates new utility allowance policy

An outdated UA policy chipped away at the 50-year project agreements’ long-term sustainability by setting UA rates above utility costs. This resulted in projects paying out hundreds of thousands of dollars to residents with above-average utility consumption and putting program sustainability at risk for future Airmen.

The Air Force modified its UA policy in April 2016. The new policy accurately captures usage and provides rebates only to those families who consume less than average.

### Government-Owned Housing

At the close of FY16, the Installations Directorate was tasked with the oversight and management of government military family housing. This new responsibility includes identifying facility requirements, implementing Air Force policy, providing staff assistance visits and managing the Enterprise Military Housing share point system — the DoD enterprise information technology system for operations and inventory management of DoD housing.

In early 2017, the directorate will develop an initial strategy for combining Military Family Housing and Privatized Housing — this will be the foundation for future operational guidance to base housing offices. The directorate will develop transition concepts and hold key stakeholder meetings to determine the extent of responsibilities to be transferred from Headquarters Air Force and AFIMSC related to Unaccompanied Housing and Furnishings Management operations during FY17.



# BASE REALIGNMENT AND CLOSURE

The Air Force BRAC program supports the mission through environmental resolution and property transfer. With each acre transferred back to local communities, the BRAC program reduces excess infrastructure, freeing up resources the Air Force needs to maintain resilient installations, infrastructure and combat support capabilities necessary to project power rapidly, effectively and efficiently.

The BRAC program accomplishes this through three important lines of effort: continuing legacy BRAC property environmental resolution and disposals, addressing emerging contaminants and maintaining a knowledge base for future disposals.

## BRAC by the numbers

79	Number of projects funded in FY16
4,893	Sites meet Office of the Secretary of Defense's response complete requirements
85,195	Acreage transferred back to local communities
\$88M	Value of projects in FY16
\$204M	Cost avoidance from using performance-based contracts
2020	Year AFCEC is scheduled for 100 percent property transfer

## Legacy BRAC Portfolio

The Air Force BRAC program is zeroing in on the last six whole base transfers for legacy BRAC bases. To date, the program has transferred 97 percent of its 88,250 acre portfolio back to local communities.

With 3,084 acres remaining, the former McClellan Air Force Base, California, accounts for a large portion of the legacy property in the BRAC program portfolio awaiting transfer. In late FY16, the BRAC program completed the documents necessary to transfer the majority of the remaining McClellan acreage.

The BRAC program is projected to transfer 1,510 acres in FY17, and the remaining 1,574 acres will be transferred in a series of transactions beginning in FY18 and ending in FY20.

The Air Force BRAC program continues to meet or surpass environmental restoration requirements set by OSD. The program met the remedies in place goal of 95 percent by FY14 and the FY18 response complete goal of 90 percent, The BRAC program is also on target to surpass the FY21 response complete goal of 95 percent. This means the Air Force is meeting requirements for the number of operational cleanup systems and cleanup standards.



Peter Forbes, Environmental Coordinator at the former Pease Air Force Base, New Hampshire, along with Bob Moriarty, Air Force Civil Engineer Center's Installations Director and Dr. Stephen Termaath, BRAC Program Management Division Chief, took a tour of the major cleanup sites and discussed PFOS/PFOA responses at the former base October 6, 2016. During the visit, representatives from various government and civilian agencies, as well as local citizens, took part in a Restoration Advisory Board meeting October 5, 2016.

## Emerging Contaminants

The BRAC program's commitment to communities and environmental restoration does not end with property disposal. To date, the program has completed 34 whole base transfers. These transfers took place because the Air Force met cleanup requirements for known contaminants. Advances in testing and health research means chemicals previously not detected, or sampled for, can become contaminants of concern. The Air Force will take action to protect human health and the environment if the Environmental Protection Agency issues health advisories or regulations concerning new contaminants. The Air Force's commitment to resolving contamination caused by mission activities extends beyond the boundaries of the base and the land transfer status.

For example, the Air Force launched a proactive service-wide program to address drinking water safety concerns when the EPA set a provisional health advisory for perfluorooctanesulfonic and perfluorooctanoic acids, or PFOS and PFOA, in community drinking water supplies. The contaminants are components of a fire-fighting agent, Aqueous Film Forming Foam, the Air Force

## BRAC PFOS/PFOA RESPONSE



Number of preliminary assessments complete



Number of former installations where mitigation is taking place



Cost of PFOS/PFOA actions to date



used from the 1970s until recently to extinguish fuel-based fires in training and emergency-response scenarios.

Using the EPA’s provisional guidance to assess contamination risks, the Air Force identified 200 installations — active, BRAC, guard and reserve — where foam releases may have occurred. As of November 2016, the BRAC program has completed all preliminary assessments for suspected release sites and initiated site inspections at 31 BRAC bases.

The BRAC program is ensuring communities’ access to safe drinking water sources by conducting groundwater sampling and monitoring and working in partnership with state and federal regulatory agencies. To date, the BRAC program is providing treatment systems for 10 private residences and funding two large

municipal water wells to mitigate PFOS/PFOA levels above the EPA’s health advisory discovered in drinking water wells at four former installations.

Standing Ready

The Air Force estimates it has 32 percent excess infrastructure capacity. Since 1990, the Air Force has 60 percent fewer fighter squadrons and 40 percent fewer Airmen, but only 15 percent fewer installations in the Continental U.S. DoD leadership continues to testify to Congress the implications of spending valuable resources on maintaining excess infrastructure. Though Congress has not authorized another round of BRAC, the program stands ready to support the Air Force and its communities if a future round of BRAC is authorized.



UTILITIES PRIVATIZATION

Utilities Privatization provides safe and reliable utility systems to meet industry standards.

The Installations Directorate is taking on full program management and oversight of the Air Force Utilities Privatization Program. From acquisition and sustainment, to post-award management, the Installations Directorate will help the Air Force provide resilient installations for the warfighter by structuring and overseeing deals to ensure safe and reliable systems today and in the future.

The Utilities Privatization business line boasted major accomplishments during FY16. Among them was the award of three utility systems for privatization at Eglin Air Force Base, Florida — approximately \$729 million in contract value.

As UP acquisition and sustainment is consolidated under the Installations Directorate in 2017, this merger is right in line with the Secretary of the Air Force’s priorities — balancing today’s readiness with tomorrow’s modernization. Establishing the UP Program Office will streamline program activities by centralizing and standardizing processes. Bringing the capabilities under the same decision authority ensures lessons learned and performance data is available through post-award portfolio management and applied to future business decisions.

The goals behind this move will integrate the UP program into an Air Force governance structure, and develop objective material to measure and report on the UP portfolio. Additionally, this will give program managers the capability to review, prioritize and advocate for investment strategies in the UP pipeline — another example of the Installation Directorate’s one-stop-shop service.



Recent utility system upgrades at Joint Base Andrews, Maryland, enhanced the protective measures of the drinking water system and eliminated hazardous working conditions for system operators.

JB Andrews required an upgrade to the existing Maryland Gate backflow prevention assembly (top left). The backflow prevention assembly was located in an underground vault (bottom left). The confined space made inspection and service to the assembly difficult and even hazardous. The vault also collected water which posed a system contamination threat. The system owner executed a project which removed the existing underground backflow prevention assemblies and vault and replaced them with a new, above-ground assembly (top right) inside a secured building (bottom right).



# 2017 AND BEYOND

**Installations are the foundation of the Air Force and the power behind “Fly, Fight and Win.” The Installations Directorate will continue to strengthen that foundation by adapting its business lines to support evolving installation needs — both immediate and long-term. The directorate will focus improvements in three general areas throughout FY17: improving collaboration and customer support, enhancing existing program operations and integrating new program operations.**



**“The Installations Directorate is dedicated to strengthening collaboration by ensuring base leadership and program operators have a direct line to Installations’ support and window to the directorate’s program management strategies and initiatives.”**

## Improve Collaboration, Customer Support

The partnership between base leaders and the Installations’ team is critical. The two work hand-in-hand to identify challenges, prioritize requirements and deliver solutions. This collaborative partnership is not only a critical continuity gap for deals and decision implications long after a wing commander’s tenure, but it ensures decisions are made for the greater good of the Air Force.

The Installations Directorate is dedicated to strengthening collaboration by ensuring base leadership and program operators have a direct line to Installations’ support and window to the directorate’s program management strategies and initiatives. Our close relationship with SAF/GCN helps to ensure this high level support, providing practical advice essential to the success of our programs.

In FY15 and FY16, the directorate launched monthly virtual training sessions for both the HP program and real property personnel at the installations. The directorate will establish even more collaboration opportunities in FY17. In addition to completing site visits and corrective action plan training for real property Financial Improvement and Audit Readiness compliance, the directorate will also conduct monthly FIAR training, CAP reviews and connect with bases to answer questions and ensure HAF/A4C guidance is met. The HP program will also issue annual Major Command Reports beginning spring 2017.

The BRAC program has contributed significantly to the Air Force’s response to PFOS and PFOA and will continue to work closely with the Deputy Assistant Secretary of the Air Force for Environment, Safety and Infrastructure; AFCEC’s Environmental Directorate; the Air Force Surgeon General’s Office and the EPA and other partner agencies to protect human health. In FY17 the BRAC program will evaluate additional remedial technologies to identify optimization opportunities to reduce life-cycle costs.

## Enhance Existing Program Operations

The Installations Directorate is continually assessing and fine-tuning processes and delegations of authority to clarify roles and responsibilities and maximize support capabilities.

For example, in FY14 the directorate evaluated one of its legacy portfolios, the General Services Administration lease portfolio, and established a goal to terminate eligible leases in support of Air Force-level priorities to save money and reduce the Air Force footprint. To date, the directorate reduced 50,000 square feet of leased space and saved \$1.5 million by terminating expiring leases across four bases. The directorate also worked with the Deputy Assistant Secretary of the Air Force for Installations to create a policy delegating review and approval authority to the Installations Directorate for occupancy agreements. With this new authority, the directorate is requiring tenants and installations to provide a “get well plan” and search for alternatives before proceeding with new or extended occupancy agreements. By working with the installations and MAJCOMs to identify expiring leases and available space on base, AFCEC can identify opportunities to consolidate or move tenants and eliminate redundant costs.

The transactions team is also working to reduce expiring grants. In FY17 the team will develop a Priority Expired Grant List — grants expired for six months or more, three months or more and those set to expire. The directorate will also recommend a policy to enforce the reduction of expired grants and establish an action schedule and deadline for grant execution by January 30, 2018.

In real estate development, the directorate will streamline the EUL business process for energy-based projects by partnering with the Office of Energy Assurance to develop a memorandum of understanding regarding project development and execution. The program will also develop and implement a data call process to increase participation.

REPI is another legacy real estate program the directorate is improving to maximize funding. Recent program improvements have already seen the number of proposals double for FY17 and the total-funds-captured rate jump nine percent. The directorate also plans to develop both a program playbook and guide for the field to standardize REPI processes to increase participation enterprise-wide.



## Integrate New Program Operations

The Installations Directorate is taking on two significant mission responsibilities in 2017 — government-owned housing and acquisition of privatized utility systems. The directorate is placing significant focus in FY17 on integrating its two newest program responsibilities into its business lines and ensuring base program operators receive updated guidance.





The newly established Family Housing business line identified key government-owned housing management functions and created a migration schedule and milestone chart for combining privatized and government-owned housing into a one-stop shop for centralized housing support. In FY17, Family Housing will provide base housing offices with operational guidance, including a playbook with top-down and bottom-up responsibilities, an organizational chart, resources and task list and corresponding task owners. The directorate will also work with AFIMSC and the Air Force Manpower Office to make sure the Unit Manning Document reflects the appropriate personnel and organization changes. This will help ensure the O&M funding government-owned housing depends on for renovations, new construction and maintenance goes where it's needed, when it's needed.

For Utilities Privatization, the directorate will perform its program office responsibilities by adapting a standardized process for centralized management of system acquisition and sustainment. The UP team will update the program playbook to reflect changes in roles and responsibilities and operational business rules. The directorate will also work with AFIMSC and AFMC to integrate the UP program into the Air Force governance structure.

With the new program foundation in place, the directorate will strategically review, prioritize and advocate investment strategies for Air Force systems, including the 15 systems awaiting award in FY17.

# FY17 GOALS

- Standardize REPI processes to increase and expand participation enterprise-wide
- Streamline EUL business process and increase EUL participation
- Establish UP program office incorporating processes to centralize and standardize acquisition and sustainment
- Improve and modify real property training for the real property career field
- Ensure real property FIAR compliance to meet the Audit Assertion deadline
- Create enterprise-wide CAP Q training program to minimize data loss during ACES to Tririga transfer
- Encourage A4C and installations to focus on CAP G (leases) and CAP N (real estate instruments) to enforce reducing expired/expiring grants
- Improve reinvestment for Privatized Housing Sustainment by working with project owners to develop and complete sustainment plans
- Integrate management and oversight of privatized and government-owned housing
- Review, develop and implement corrective actions for long-term sustainment and reinvestment needs for 32 HP projects
- Transfer 1,510 acres of BRAC property at five installations
- Review execution strategy to ensure response complete for 2021 goal (95%) to consider impact of emerging contaminants

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• Sustainment		
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• Whole Base Transfers		
• Environmental Restoration		
• Long-term Management		



